

OFFICE OF SECURITY ANALYSIS

IMPACT OF APPROVED PAPERS ON

"INTELLIGENCE, OPERATIONS, AND SCIENTIFIC CAPABILITIES"

I. EXECUTIVE SUMMARY

This paper addresses the Office of Security condition with respect to the circumstances that have occasioned resource allotment governed by priority and capability, the issues that figure most prominently in current operations and efforts to eliminate shortfalls and enhance capability, and future direction as it is influenced by goals, objectives and considerations related to identified or potential problem areas. These matters are approached in terms of a long-range security support capability to be gained by elimination of shortfalls and acquisition of minimal resources necessary to meet additional tasking identified in EXCOM-approved source documents.

In this presentation, the impact on the Office of Security operations of the activities mentioned in source documents is measured against the ability or inability to service added tasking with available resources. Alternate approaches to support of potential requirements include contingency measures but, in the main, outline in order of priority the level of capability to be expected according to the level of enhancement. In the area of nonpersonal service requirements, a base level is given with provision for paring, but also with the position the figure offered is reasonable and defensible.

In essence, the Office of Security approach to long-term planning on security support capabilities is governed primarily by likely addition to the Agency's authorized strength and an assumption that Office growth will approach a commensurate increase. Under this premise, the impact of additional tasking not directly associated with security processing of more staff applicants can be absorbed; a gain in support personnel proportional to gains in the Directorates supported permits service to requirements attendant to activities.

*Bottom Line Thought is
ALL CAN BE SOLVED WITH MORE PEOPLE*

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II. OVERVIEW

A. The allocation of Office of Security resources in recent years is consistent with an approach imposed by the "do more with less" mandate that governed Agency budgetary decisions necessarily directed by funding constraints and satisfaction of high visibility support requirements. The most obvious example is applicant processing which features a high level of customer interest and pressure for expeditious service. Concentration on this one area of security support has impacted on attention that could be devoted to other aspects of personnel security as well as physical and technical security in that: reinvestigation schedules slipped and, on occasion, reinvestigation activities were suspended; it has not been possible in recent years to afford the same priority to industrial clearance/approval actions as that given to applicants; technical and physical security audits and inspections sometimes have not been conducted with the frequency appropriate to optimum security; and equipment utilized in protective security and in such activities as audio countermeasures has been in short supply and has not been updated in terms of the threat presented by state-of-the art positive audio equipment. In brief, we have been driven in the allocation of resources, human or otherwise, by short-term budgetary decisions that address priority governed by external perceptions of the relative importance of security functions. Inevitably, this has resulted in shortfalls and slippage in several core functions reduced in performance potential by subsistence manning and inadequate funding.

B. The major issues now being addressed as essential to a balanced, comprehensive, responsive and functionally responsible operation are:

- ° Modernization through introduction of ADP equipment that will improve communications, expedite retrieval of and access to security information, permit substantial time and cost savings, and generally exploit the benefits of available ADP technology.
- ° Gaining currency in the reinvestigation program to permit adherence to a five-year review and action cycle.
- ° Elimination of the backlog in processing of employees of industrial contractors.
- ° Replacement or enhancement of technical equipment essential to the security of overseas installations.
- ° Providing timely and effective support to expanding overseas activities that will require across-the-board security support; i.e., physical, technical, computer, polygraph, information security, etc.

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- ° Recapturing the expertise required for effective worldwide security support by exposing more security officers to the firsthand experience available only through overseas assignments.
- ° Ensuring that effective security support can be provided in areas of growing demand and need; i.e., polygraph support, computer and technical security, and domestic support to DO operations.
- ° Development of a surge capability.
- ° Introduction of innovative procedures and methods of operation that will minimize the need for enhanced resources.
- ° Gaining that increase in manning that is essential to the Office mission (as represented in individual functions). The increase will reflect only that enhancement required after implementation and application of modernization and innovative managerial initiatives.

In the general sense, all current major issues illustrate pervasive intent to address all of the security disciplines (personnel, physical, technical, computer, industrial, and information and document security, as well as operational support and counterintelligence), as deserving a capability that would approach and preferably reach an optimum security posture for the Agency. Within this intent, planning must concentrate on shortfalls/deficiencies that exist or are suggested by trends and studied projections.

C. The direction of the Office of Security in the future is closely attuned to the major issues set forth in paragraph II. B., in that a major element in establishment of goals and objectives is provision for elimination of extant problems. Beyond the identified issues, the Office in the future will strive to negate the inexperience factor created by a heavy incidence of retirement and the fact that a large percentage of our professionals have few years of Agency service. Other themes include:

- ° Replacement or development of equipment necessary for the physical protection of classified information.
- ° Development of security generalists in a shorter time period than that permitted by a succession of varied assignments over ten or fifteen years.

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- ° Integration of specialists (engineers and computer experts) into the mainstream of career development and succession.
- ° Exploration of cross discipline assistance from within the Directorate and the Agency in the discharge of responsibility in highly technical functions.
- ° Building of a reserve to accommodate tasking associated with a surge beyond the limited potential represented by "on-call" contract investigators.
- ° Commercial contracting to meet developing threats and/or manning shortages in the technical areas.
- ° New or enhanced internal training capabilities and/or establishment of a development complement.
- ° An expanded program of direct involvement of line management in the long-range planning process.

Potential problem areas to be addressed include:

- ° Immediate and long-term staffing of the Polygraph Division; polygraphy is a demanding discipline and provision must be made to offer compensation in the form of promotional opportunity or reward for extended service.
- ° A short-term difficulty raised by the inexperience factor (newer employees without multidisciplinary experience or training cannot be designated as Area Security Officers).
- ° Inability to approach an optimum security posture in the near term.
- ° Resources sufficient to mount a serious attack on shortfalls/deficiencies will not be obtained in fiscal years 1983 or 1984 and, even if acquired as planned in 1985 and 1986, could not contribute in full measure until fiscal year 1987.
- ° The uncertainty of tasking in the out-years 1988 through 1992 in the industrial security arena -- any dramatic increase in tasking associated with national programs would require diversion of resources from core programs and would reestablish the cycle of reactive curtailment or suspension that created the situation now faced.

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III. IMPACT OF THE PHASE II PLANNING PAPERS

A. Primary Impact

° The most obvious impact on security support is represented in the personnel gains deemed necessary by the Directorates: [] for the DS&T, [] for the DI, [] and [] for the [] DO []. Added to this are Counterintelligence-related increases of [] positions for the DI, [] for the DS&T, [] for the DO, and [] for the DA. An additional increase will follow if [] is expanded and, of course, any figure reached concerning required resource enhancement for the DA above and beyond that concerned with counterintelligence will have to be included. Dealing with known figures [] and the total DA enhancement, the planning papers identify [] positions, an increase of [] over current ceiling.

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° Growth, on an average, would add approximately [] new hires per annum, which translate to [] cases based on the fact that [] individuals must be security processed to bring one new hire on board. These figures apply to professional applicants and would be less if a substantial number of clericals were recruited and more if there is a drastic increase in the Career Trainee program (the respective ratios are [])

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° Planning by average will be upset by the DS&T goal of [] new personnel by 1984. This represents a "surge" which will be heightened if either or both the DI and DO seek disproportionate enhancement in the same period; the Office cannot build an adequate surge capability by

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1984, and current planning does not program a full surge potential until 1988.

B. Other Areas of Significant Impact

- ° The DI paper suggests a substantial increase in:
 - A need for outside expertise which would involve more staff-like clearance actions for individual consultants or contractor employees.
 - The Analyst Overseas Program. This will increase the workload associated with processing of overseas assignees.
 - Use of ADP equipment in communications and word/data processing. The scope of enhancement, which it is hoped will service every analyst, would have an across-the-board influence on the computer security discipline.
 - Space requirements, expansion of which will require physical and technical security support beyond that planned for the new building. Specifically, significant new requirements in areas such as alarms, vaults, vault-type rooms, safekeeping equipment, and guard personnel will emerge.
- ° The DS&T paper suggests impact associated with:
 - Expansion of national programs which equates with increase in the special access investigative/adjudicative/polygraph workload and an increase in the number of security officers assigned to OD&E.

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SECURITY SUPPORT 1982/1992

I. GENERAL

The Office of Security planning to meet support requirements over a full decade is within the framework of the five-year DA strategic plan, projections concerned with substantial input to the planning paper on Counterintelligence for the 1982 Long-Range Planning Cycle, and the Office's own ten-year plan which concentrates on reaction to future requirements that have direct impact on Security services. In brief, this paper portrays the Office of Security's proposed response to the assumptions and objectives that guide the DA five-year strategic plan, with provision for the out-years 1988 to 1992 and application to the functions and needs unique to the Office.

II. STATE OF THE OFFICE

The Office of Security currently has the capability to service base requirements; but, in order to meet priority tasking governed by Agency needs, has been forced to accept shortfalls/deficiencies in such areas as the reinvestigation program and equipment acquisition or replacement. The ability of the Office to meet a surge is limited and must be developed. Among immediate goals is elimination of a backlog in industrial case processing actions and progress toward gaining currency in the reinvestigation program. Another immediate goal is overseas enhancement through upgrading of the audio countermeasures capability. A related long-term objective is recapturing expertise in overseas security support through direct exposure to the overseas environment, particularly for younger professionals who have not served abroad and are unlikely to unless more overseas slots are made available. In fiscal year 1983, the Office intends to bring [] new professionals on board for training and closely supervised on-the-job experience, this directed toward elimination of existing shortfalls/deficiencies that must be attacked as an advent of preparation for new and expanded requirements. 25X1

III. ASSUMPTIONS

° The incremental growth in Agency strength set forth in the five-year DDA strategic plan generally remains valid as a concept for ten-year planning, 1982-1992. A possible anomaly is represented in the DS&T goal of gaining [] people by 1984. This represents a moderate surge that would impede progress in elimination of shortfalls/backlogs that the Office hoped to attack successfully in the near term. 25X1

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- ° The Office of Security and the DA in general will grow in strength at or near the percentage represented in source papers prepared by the DO, DI and DS&T.
- ° The "1985 Intelligence Capabilities Study" cannot be completely disregarded as an indicator for Agency growth; while real-world considerations are likely to pare the recommended figure, a continual emphasis on enhancement of intelligence capabilities may cause a revisit to optimum growth figures in the 1988-1992 period.
- ° National programs will expand and create an increase in the investigative workload and other security support (e.g., security officers assigned to OD&E).
- ° There will be an increase in covert action and a corresponding increase in security support requirements.
- ° Technology as a tool and as a threat will become increasingly prominent in Office management, Office operations and the dedication of resources.
- ° New requirements cannot be met simply by gaining human resources or money. Beyond the fact that effective management must feature creativity and innovation, new requirements will represent new challenges that demand imaginative approaches.
- ° Allowance must be made for essential growth in areas of security support certain to feel the impact of new requirements (e.g., polygraph, computer security and operational support).

IV. OBJECTIVES RELATED TO NEW REQUIREMENTS

- ° Development of the capability to process in a timely manner any increase in the investigative caseload caused by expansion of Agency manning. This will be approached in terms of minimal increase of dedicated resources and maximum application of the time-and-cost savings made possible by automation.
- ° Maintain the capability to provide effective world-wide support in all security disciplines, functions and responsibilities.
- ° Development of a surge capability to supplement the limited help that can be given by contract investigators. The goal will be addressed through accelerated training, building a reserve and, when feasible and appropriate, the use of overtime.

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